

Leadership Link

March/April 2005

Web site: www.lincoln.ne.gov/city/person/NMA_L/index.htm

CALENDAR OF EVENTS

April 5
Lunch, 11:30 AM
"Leadership Across
Generations"
Sue Schlichtemeier -
Nutzman
Valentino's
35th & Holdrege

April 21
Monthly Board Meeting
11 to 12 PM
K St. Conference Rm.

May 3
Breakfast, 7:30 AM
"Perk at No Expense:
Positive Feedback"
Susan Scott

May 19
Monthly Board Meeting
11 to 12 PM
K St. Conference Rm.

June
Annual Chapter
meeting
Installation of Officers
11:30 a.m.
Governor's Mansion



Leadership Link
Chapter #517
P.O. Box 85224
Lincoln NE
68501-5224
www.nma1.org

Volume 8, Issue 7

Help! My Boss Is a "Screamer"

Anyone whose boss is a screamer knows what it feels like to have his or her self-esteem attacked on a daily basis. It is emotionally draining and spiritually demotivating because the boss's tantrums subvert the four elements necessary to build workers' self-esteem:

1. Accomplishing the daily goals and objectives we set
2. Being cared for and valued by people important to us
3. Operating out of our own religious, moral

and ethical belief systems

4. Controlling the events and circumstances of our lives.

With a single shout like, "Can't anybody around here do anything right?" the boss disrupts our day, and probably our staff's day, as we scurry around trying to put out fires fanned by the boss's outbursts.

What should you do? At the moment he or she yells, you can reduce the pressure on yourself. Remind yourself that strongly expressed emotions are ineffective communications. To help your boss communicate more effectively take two steps. First, sharpen your awareness on the "reality" of the conversation, not the fantasy. The next step is to use communication skills to balance up the conversation.

Being aware of what happens when someone yells will reduce your self-imposed pressures when under attack. Your first recognition is that when the boss raises his voice to a threatening tone, he may be fearful of his losing control of the situation. His raised voice

may have nothing to do with you, but it is his attempt to regain control of a situation he perceives to be threatening to his goals or career. Your initial reaction to being yelled at may be to protect yourself, to fight to control your panic and fears. The best way to avoid your fears is to shift from fantasizing his reasons for yelling to discovering the realities behind his communications.

The second awareness, though not easy, is to recognize that yelling is the boss's

SCREAMER - Continued on page 3

Correspondence

Hey Everyone!

Don't forget to register for the East (NE/SE/C) Leadership Development Conference... it is approaching very quickly! Remember, if you register and pay for your registration before April 7, you will receive \$25 off the regular registration of \$225! Go to: <http://nma1.org/lcds/east> and follow the NMA Online Registration link to register online.

In addition, our special hotel conference rate of \$109 per night, will not be available after March 30—only one week from today!! The hotel phone number is 614-461-4100, so please call and make your reservations today!

If you've already registered, thank you! I look forward to seeing you in Columbus!!

Sue Kappeler, CM
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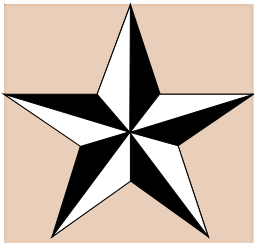
April Lunch Meeting Professional Development Workshop

Tuesday, April 5, 2005 @ 11:30 a.m.
Valentino's - 35th & Holdrege
"New Strategies in
Leadership"

Keynote Speaker & Presenter

Sue Schlichtemeier - Nutzman

Leadership Link is pleased to offer a unique professional development opportunity for April's meeting. The traditional lunch program will be a precursor to a more comprehensive workshop immediately following. Members and guests are welcomed to attend both programs or opt for either the lunch or workshop separately. As a way of giving back to our membership, the workshop will be offered to Leadership Link members free of charge.



March/April 2005

LEADERSHIP LINK EXECUTIVE BOARD

Meetings held the third
Thursday of the month

President

E.J. Schumaker, 441-8036

President Elect

Julia Peter, 441-6085

Secretary

Mary Lowe, 441-7540

Treasurer

Karen Eurich, 441-7886

Past President

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Terri Storer, 441-7269

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Kent Imig, 441-7082

EJ Schumaker, 441-8036

National Director

Jan Lehmkuhl, 479-5714

Associate Director

EJ Schumaker, 441-8036

President's Report *EJ Schumaker*



By eschumaker@ci.lincoln.ne.us

Greetings!

The baseball season is here at last, and I heard the Salt Dogs games have been a sell out this past week.

Great news, Leadership Link Chapter #517 has joined the Big Leagues!

Just like baseball, we have adopted the "Three strikes you're out!" rule. At a previous board meeting held in February, your board members voted to change our "No Show Policy". You and your guests will now be able to miss two speaker meetings at no charge! There have been some members in our dug out that have been required to reimburse the treasury when a speaker meeting was missed without prior notification. With this big hitter change, you'll be notified with a letter when you miss one, then two, and on the third missed meeting you will be billed for that missed meeting and each meeting thereafter.

This "Three Strikes You're Out" rule was implemented in March 2005. If you happen to have a bill for any missed meetings prior to this new game plan, you will still be responsible to reimburse the treasury. This new rule is not retroactive.

We have a great game plan threw June and I hope to see you at our next speaker meeting, book review and professional development innings.

Your President,

EJ Schumaker

441-8036, eschumaker@ci.lincoln.ne.us

***"You've got to continue to grow, or
you're just like last night's
cornbread- stale and dry,"***

--Loretta Lynn

***"Think wrongly if you please, but in
all cases think for yourself,"***

--Doris Lessing

***"No one can make you feel inferior
without your consent,"***

-- Eleanor Roosevelt

May's Breakfast Meeting

Join us for May's breakfast meeting when Susan Scott shares her "Perk at No Expense: Positive Feedback."

Prior to taking her current position in 2001, as Executive Director of the YWCA of Lincoln, Susan Scott, worked as a consultant for over eighteen years. Susan's consulting, throughout the continental United States, in Hawaii, Canada and Brazil was focused on training employees and supervisors in communication, feedback, customer service, supervision and team-building skills.

Susan is the founder of the Lincoln-based organization, Women in Sales and Business. A graduate of Creighton University and South Dakota State University, she has held leadership positions locally, regionally and nationally with the American Society for Training and Development.

In 1989 Susan received the YWCA's Tribute to Women, in 2001 the Lincoln Women's Commission's Alice Paul Award and in 2004 the NAACP's Community Award. She is an enduring runner with over 50 marathons or longer, under her feet, including all 28 Lincoln Marathons, New York, Honolulu and Pikes Peak.

New Board Members Welcomed

Another year is nearing the end for Leadership Link as current board members look at the annual meeting set for June at the Governor's Mansion. The annual meeting also serves to install new officers for 2005/2006 as well as give awards to various outstanding managers.

The incoming president-elect, Julia Peter, is looking



Julia Peter
President Elect,
2005/06

to add new blood to the old board. This is the perfect opportunity for any Leadership Link member who is interested in becoming more involved at the board level, learning management skills in a supportive environment and expanding their contacts with city and county government. Positions opened for FY 05/06 include vice president, programs, newsletter & public relations, member relations, secretary,

treasury and community services. Please contact Julia at 441-6085 or e-mail her at "jpeter@ci.lincoln.ne.us" with your response. She'll love to hear from you as she plans her next year in office.

How Full is Your Bucket?

By Terri Storer, Professional Development Chair

Leadership Link's first book review was held on March 8, 2005, with 14 participants discussing one of the latest Gallup Publications book titled, "*How Full Is Your Bucket?*" by Don Clifton and Tom Rath. The book is based on years of research conducted by The Gallup Organization and provides practical ways we can reduce the negativity around us and focus more on what others are doing right.

Leadership Link member, Julie Simpson of the Lincoln City Libraries, facilitated the discussion. Each of the participants were asked to identify one item from the book that they found most interesting or insightful. Key points mentioned and other "fast facts" discussed were as follows:

- * We experience approximately 20,000 individual moments every day resulting in either a negative or positive interactions - there are no neutral interactions.

- * The number one reason people leave their jobs is because they don't feel appreciated.

- * Approximately 65 percent of Americans received no recognition in the workplace last year.

- * Bad bosses could increase the risk of stroke by 33 percent.

- * A study found that negative employees can scare off every customer they speak with - for good.

- * Relentless negativity resulted in a 38% Prisoner of War (POW) death rate - the highest in U.S. military history - intentional emotional abuse subjected by North Korean military.

- * Positive emotions are a necessity.

- * Positive emotions can have a snowball effect.

- * Nine out of 10 people say they are more productive when they're around positive people.

- * Positive folks are happier

- * Magic ratio: five positive interactions for every one negative interaction.

- * Too much positive emotion? More than 13 positive interactions for every 1 negative interaction could decrease productivity.

- * Extending longevity: Increasing positive emotions could lengthen life span by 10 years.

- * Praise needs to be specific, sincere, timely, and based on the personality receiving the praise.

Many thanks to Julie Simpson for facilitating and to those that read the book and shared their time and insights at the book review. It made the event a great success!

problem, not yours. "Can't anyone in your department do anything right?" sounds and feels like an attack, but it is actually the boss's way of indicating fright, disappointment or upset over something that happened to him. We may never know why he's upset, but one guess might be that an error caused him embarrassment in front of his own boss or a client. Whatever the reason, he needs to resolve the problem, but he's going about it by communicating in an inappropriate, ineffective way—by yelling.

Balancing Up the Communication

Why is yelling ineffective? Because yelling unbalances the level of communication between people. Any time people misuse their knowledge ("I know more than you do"), power ("I'm the boss") or strong emotions ("You've caused my problem"), our self-esteem comes under attack. The result is that we block, interrupt or misunderstand the communication. It's not easy to hear clearly or to be creative when under attack.

Balancing up the conversation requires that the boss drop her tone of voice to a normal range so we can rationally solve the problem. For this, we need to respond to the

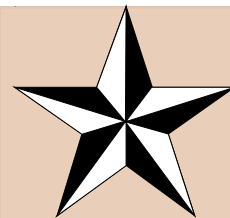
real message, not the perceived one. The perceived message, "Can't anyone in your department do anything right?" really means, "I'm angry and upset with your performance."

Unfortunately, we cannot control the way he delivers his message, but we can view the message from a different perspective.

We can balance up the conversation with our response. For example, which response better communicates that you understand that your boss is upset—

"Whatever we did really has you upset" or "Our department doesn't do things wrong." The first response shows that we heard his message, acknowledges he is upset and indicates our willingness to listen. It has a calming effect on him because it signals he is out of control (which he doesn't want to be) and allows him to correct his tone of voice. The second response, "Our department doesn't do things wrong," misses the mark and almost forces him to respond with a second emotional response like, "Yes, you do. You screwed up again!" which further attacks your self-esteem.

You have a choice to make when you work for a screamer—to complete conversations with your self-esteem intact and gain accurate



information or to feel unappreciated and confused about the real problems to be solved. Balancing up the conversation requires the other person to drop their tone to a rational range where you can exchange facts, substituting reality for fantasy

Build Self-esteem in Balanced Conversations

Talking as equals in every conversation solves problems promptly, creates trusting relationships and, at the same time, builds self-esteem for both parties. When you can internalize that a "screaming" boss is actually only throwing a temper tantrum, you can help him to reduce his tone by helping him admit what's really bothering him. Once he has reduced his fears and balanced up the conversation, you can talk as equals, which will allow you to:

1. Accomplish your goals

2. Be valued and cared for by people important to you.

3. Communicate based on your individual moral, ethical and spiritual standards.

4. Control the circumstances of your day.

N. M. A. CODE OF ETHICS

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability
- I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest developments in techniques, equipment, and processes.
- I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen the management professional through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.

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Officer Spotlight

By Colleen Andrews, Program Chair

1. If you could take a famous person to dinner, who would it be and why?

I have many questions that I would like to ask - "Why do bad things happen to good people?"

"Explanations of life and death, how do things grow, is there life out there in space?"

The only one who could answer these questions is God - so he would be my dinner guest.



2. In your free time, what hobbies, interests or passions do you pursue?

I love to read, write, and spend time with my family. I enjoy antiques and crafts. I am not a "crafty person" however, so I like to shop for them too. My husband like to take long - aimless drives and enjoy meeting new people and seeing what we can see on the road less traveled.

3. Your favorite restaurant(s)?

I like private owned restaurants - not chain restaurants. So, Engine House Cafe, Cafe Miranda, Stauffer's, etc. Again a great chance to people watch.

4. Why did you join Leadership Link and become an officer?

I enjoy gaining knowledge and perspective of others and this is a great format to do that. I have been an administrator and don't have aspirations of promotion right now, but maybe future management opportunities will come up. As for being an officer, I was asked - and always have a hard time saying "no" - I also feel that any organization is only as successful as the members make it. Participation as an officer helps to keep the organization strong and successful!

5. If you could build your dream house anywhere in the world, where would it be and why?

I would love to have a cabin up in the mountains - I mean in the mountains not below looking up. I would also like to have the ocean nearby - so Where would that be?

6. What is your horoscope sign and does it fit you?

I am a Virgo and - they are know for organizational skills, being open and caring and busy. I guess that fits!

Tips for Bosses

Practice what you preach. To lead, you have to lead by example. Don't expect your people to work unpaid overtime if you leave early every day. Don't book yourself into a four star hotel on business trips and expect your employees to stay in the motel off the freeway.

'Quality' is just conformance to requirements. You get the behavior you critique for, so set your standards and then require conformance to them. Quality will come from that effort, not from slogans, posters, or even threats.

Anyone can steer the ship in calm waters. What will set you apart in your career is how you perform during the tough times. Don't become complacent and relax just because things are going well. Plan ahead for the downturn.

MEMBER NAME

N. M. A. STATEMENT OF PRINCIPLES

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.

- We believe in the highest standards of personal and organizational integrity and respect for the individual.
- We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.
- We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.
- We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.
- We believe that individuals and organizations have a community and civic responsibility.